

## **Strategic Perspective 4: Resource Management**

### **Strategic Objective 4.3**

### **Recruit and Retain a Talented and Diverse Workforce**

#### **Strategy 4.3.4**

Continue to enhance the recruitment of diverse officer candidates.

#### Background/Purpose:

As the population of Fairfax County continues to become more diverse, it is imperative that the sworn staff come as close as possible to reflecting the diversity of the community they serve. Doing so has the effect of increasing both organizational effectiveness and legitimacy. With a growing and maturing set of ethnically diverse communities in the County, the Department needs to reach out and establish relationships with these communities to support the diversity recruitment goals.

The Chief's Diversity Council stood up in FY14, and will provide support and leadership in pursuing these goals.

#### FY15 Action Plan:

The Chief's Diversity Council's goal in this area is to: *Provide Support to the Department's Efforts in Diversity Recruitment*. The listed objectives are as follows:

- Collect and evaluate data on police officer applicant flow
- Provide feedback to the Department on recruitment processes
- Refine definitions of diversity
- Assist the Department to develop recruiting goals and success measures

#### Timeline:

Ongoing/ Non-specific

#### Limiting Factors:

- Recruiting resources
- Communication limitations with targeted communities.

#### Success Measures:

- ✓ Increase the overall percentage of protected class members in the sworn staff ranks (**FY13 = 27.6%**)
- ✓ (Long Term) Improve the Proportional Representation Index (**0.37** as of 2014)

#### Performance Tracking:

- ✓ Annual review of success measures

#### Key FY14 Results:

- ✓ The establishment of the Chief's Diversity Council, with an Executive Committee to coordinate activity, and the initial development of a strategic plan for the Council.

#### Related Strategies:

4.3.1, 4.3.2, 4.3.3

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